

POLICE FOUNDATION
GSA Contract Number: GS-10F-0376S

Mission Oriented Business Integrated Services (MOBIS)
Federal Supply Schedule

Contractor/Offerer

Police Foundation
1201 Connecticut Avenue, NW
Washington, DC 20036-2636
Phone: (202) 833-1460 Fax: (202) 659-9149
Web Site: www.policefoundation.org
Contract Administrator: Karen Amendola
E-mail: kamendola@policefoundation.org

Authorized Federal Supply Schedule Pricelist

Online access to contact information, terms and conditions, up-to-date pricing, and the option to create an electronic delivery order is available through GSA Advantage, a menu-driven, database system. The Internet address for GSA Advantage is <http://www.GSAAdvantage.gov>.

Contents

Client Information for Ordering Activities

About the Police Foundation

Services Provided by the Police Foundation

SIN 874-1, 874-1RC: Consulting Services

Operational and organizational reviews

Management assessments and studies

Culture and climate assessment

Faith-based outreach and problem solving

Experimental research

Applied research

Evaluation research

Leadership development and coaching

Development of agency performance standards

Development and implementation of training programs

Critical incident after-action reviews and reports

Geography of Crime and Disorder

SIN 874-3, 874-3RC: Survey Services

Planning and survey design

Development and implementation of surveys

-community perceptions of the police

-police contact surveys

-culture and climate surveys

-surveys of other law enforcement agencies

- salary surveys for law enforcement
- Sampling
- Pre-/post- surveys
- Data collection and analysis
- Database design
- Quantitative and qualitative surveying
- Reports including descriptive data and charts
- Non-respondent data analysis
- On-line surveying

Labor Categories, Rates, and Descriptions

Client Information for Ordering Activities

Federal Supply Group:	874
Special Item Numbers:	874-1, 874-1RC Consulting Services 874-3, 874-3RC Survey Services
Class:	R499
Contract period:	August 17, 2006 through August 16, 2011
Business size:	Nonprofit Business
Pricing for Services:	See rate table
Minimum order:	\$300.00
Maximum order:	\$1,000,000
Geographic coverage:	Domestic and Overseas
(delivery area)	
Point(s) of production:	Same as Contractor address
Discount from list prices	Prices shown herein are net prices
or statement of net price:	
Prompt payment terms:	Net 30 days
Payment address:	Same as Contractor address
Quantity discounts:	N/A
Government Commercial	No
Credit Card:	
Foreign items:	None
Time of delivery:	Negotiated on individual orders
Expedited delivery:	Items available for expedited delivery are noted in the price list.
Overnight and 2-day	The schedule customer may contact the Contractor for rates for
overnight delivery:	overnight and 2-day delivery.
FOB Point(s):	Destination
Warranty provision:	N/A
Export packing charges:	N/A
DUNS:	07-4832684
Central Contractor	Police Foundation is registered in the CCR database
Registration (CCR):	

About the Police Foundation

The Police Foundation was established in 1970 as a nonprofit organization dedicated to the improvement of police effectiveness. Throughout its history, the foundation has helped solve problems and enhance service delivery in the criminal justice system in the U.S. and abroad. The foundation has established and refined the capacity to define, design, conduct, and evaluate controlled experiments and has conducted seminal research in police behavior, policy, and procedure. Foundation research has transformed police and public policy in areas such as police use of force, the police response to domestic violence, the role of women in policing, the advancement and acceptance of community policing, and the development and implementation of systems of police accountability. In addition to designing and conducting applied, policy, program, experimental, and evaluation research, the foundation offers a range of professional services, including training, technical assistance, and technology that are custom designed to meet the needs of individual law enforcement agencies. It has a diverse, highly educated, and disciplined staff with a broad range of criminal justice and practical law enforcement experience. Motivating all of the foundation's efforts is the goal of efficient, effective, humane policing that operates within the framework of democratic principles and the highest ideals of the nation.

The foundation has worked with corporations, non-governmental organizations, state and local governments, as well as the following federal agencies:

- U.S. Department of Justice, including the Bureau of Justice Assistance, the National Institute of Justice, the Office of Community Oriented Policing Services, the Office of Juvenile Justice and Delinquency Prevention, the Federal Bureau of Investigation
- U.S. Department of Housing and Urban Development
- U.S. Department of Health and Human Services
- U.S. Department of State, including the Office of Diplomatic Security
- U.S. Agency for International Development
- U.S. Department of the Treasury, U.S. Customs Service

Information about foundation services and project examples follow below.

Services Provided by the Police Foundation

SIN 874-1, 874-1RC: Consulting Services

Operational and organizational reviews
Management assessments and studies
Culture and climate assessment
Faith-based outreach and problem solving
Experimental research
Applied research
Evaluation research
Leadership development and coaching

Development of agency performance standards
Development and implementation of training programs
Critical incident after-action reviews and reports
Geography of crime and disorder

Operational and organizational reviews/Management assessments and studies

The foundation has conducted dozens of management and operational reviews of law enforcement agency policies and practices to enhance the delivery of services by identifying strengths and opportunities for improvement.

The Police Foundation has developed an innovative method for assessing police-community interactions and generating recommendations designed to bring about positive changes in this area. The assessment process examines: (1) recruitment, selection, retention, and promotion of personnel; (2) training systems supporting high-risk tasks such as use of force, pursuits, arrest procedures, etc.; (3) police-community relations systems; (4) internal discipline and control processes such as internal affairs systems, internal investigative systems, etc.; (5) use of force policies and control systems; (6) allocation of personnel and other resources; and (7) techniques used to manage police culture. Recommendations for improvement, suitable for inclusion in a management-by-objective system, emerge from the process. Substantive and quantifiable, they allow executives to hold unit managers accountable.

Culture and climate assessment

The foundation works to develop and validate customized assessment tools for evaluating ethical climate and culture, performance measurement, supervisory potential, and related areas. The foundation can also make recommendation on validation strategies for existing tools, and can assist with tools for recruitment and selection. For example, the foundation developed and administered a comprehensive survey to assess the ethical climate within a state police agency and has conducted other climate and culture surveys within police agencies.

Faith-based outreach and problem solving

The foundation has worked with community-based and religious organizations in a number of cities in order to build upon their strong community ties and leverage community resources to foster improved police-community relations. Religious and other community-based organizations have hosted community forums facilitated by Police Foundation staff and worked to mobilize the community to address public safety concerns.

Experimental, evaluation, and applied research

The pioneer in police research design and program evaluation, the foundation has conducted seminal research that has impacted police operational practice and policy. The landmark Kansas City Preventive Patrol Experiment showed that increasing or decreasing the level of routine preventive patrol—the backbone of police work—had no appreciable effect on crime, fear of crime, or citizen satisfaction with police services. Foundation research in Washington, DC,

concluded that women perform patrol work as well as men and that gender is not a valid reason to bar women from such work. In the *first scientifically controlled test of the effects of arrest for any crime*, the Minneapolis Domestic Violence Experiment found that arrest was the most effective way to prevent further violence. Foundation research led to a questioning of the traditional model of professional law enforcement and toward a new view of policing—one emphasizing a community orientation. For example, research on foot patrol and on fear of crime demonstrated the importance to crime control efforts of frequent police-citizen contacts made in a positive, non-threatening way. Foundation research on the use of deadly force was cited at length in a landmark 1985 U.S. Supreme Court decision, *Tennessee v. Garner*.

Domestic Violence and Child Abuse

Domestic violence is a significant social problem in the United States, where over twenty-two percent of women have suffered an attack by an intimate partner. The foundation's interest and research in the police response to domestic violence has continued since its pioneering work on the Minneapolis Domestic Violence Experiment and its involvement in the replication of that research. In recent years, researchers and practitioners have been exploring approaches based on multi-agency collaboration and swift intervention after a crisis. The Police Foundation has joined the ongoing discussion of this multidisciplinary approach by examining the Second Responder Program of Richmond, Virginia, a collaborative effort by the Richmond Department of Social Services (DSS) and the Richmond Police Department (RPD). The foundation is currently working with the National Center for Victims of Crime (NCVC) to conduct a randomized experiment in Redlands, California, to try to understand the way in which the second responder approach can be structured most effectively. The foundation is also working with partners in New York City to examine the effect of different case screening practices upon domestic violence recidivism.

The foundation has also been a pioneer in the development of cooperative and coordinated action between child protective and law enforcement agencies to effectively respond to child maltreatment in the U.S. Twenty years ago, a collaboration with the American Bar Association (ABA) Center on Children and the Law produced the first guide on the role of law enforcement in community-wide efforts to fight child abuse and neglect. The guide was widely used by law enforcement agencies across the country as a reference for patrol officers and as the basis for administrative planning and multidisciplinary training. Following that effort, with support from the National Center on Child Abuse and Neglect, and in collaboration with the ABA National Legal Resource Center for Child Advocacy and Protection and the American Public Welfare Association, we produced an implementation guide to assist communities and local agencies develop multidisciplinary responses to child sexual abuse.

Technology

The Compstat process has been recognized as a major innovation in American policing and, in the 12 years since its appearance in the New York City Police Department, police departments across the U.S. have adopted Compstat or variations of it. Despite the national attention that has been given to Compstat, there had been no systematic analysis of such programs. The Police Foundation conducted the first, and thus far only, comprehensive exploration and assessment of

the adoption and adaptation of Compstat and strategic problem solving in police agencies across the country.

A current applied research project will enhance local law enforcement community policing efforts by surveying the field about their experiences with Records Management Systems (RMS). An RMS is one of the most costly investments a law enforcement agency can make. Yet to date, there is no known data on the actual costs associated with these systems, the extent to which agencies have fully functioning RMS or are benefiting from these systems, or any other practical information that could help to inform the field.

Its comprehensive research on the use of force research led the foundation to launch a multi-year research and development effort to create technologies to help police agencies monitor officers whose behavior places departments at risk, erodes public confidence, increases liability, and undermines effectiveness. More than an early-warning system, The RAMS™ (Risk Analysis Management System) offers a comprehensive risk and performance management approach to ensuring proper training, accountability, quality service, and community satisfaction with police services.

The foundation has developed the QSI™ (Quality of Service Indicator) a state-of-the-art system that allows departments to collect and analyze traffic stop data, gauge the quality of service their officers provide, make improvements in this area, and thereby maximize community trust.

Use of Force/Abuse of Authority

From its inception, the foundation has worked to ensure that police use the minimum amount of force that is necessary to discharge their responsibilities under the law. Foundation research on the use of deadly force was cited at length in a landmark 1985 U.S. Supreme Court decision, *Tennessee v. Garner*, in which the court ruled that police may use deadly force only against persons whose actions constitute a threat to life. The foundation conducted the first nationwide survey of law enforcement agencies on police use of force, and its work on this issue provided a baseline for future analyses of this critical issue. A later foundation survey would reveal, for the first time, the attitudes of rank-and file police officers and first-line supervisors about sensitive questions of police abuse of authority.

Its comprehensive research on the use of force research led the foundation to launch a multi-year research and development effort to create technologies to help police agencies monitor officers whose behavior places departments at risk, erodes public confidence, increases liability, and undermines effectiveness. The RAMS™ (Risk Analysis Management System) offers a comprehensive risk and performance approach to ensuring proper training, accountability, quality service, and community satisfaction with police services.

Leadership development and coaching

Realizing that police service is only as good as the people who manage and execute it, the foundation has researched police personnel practices and has historically been committed to helping police recruit and retain top-quality officers who are representative of the communities

they serve. The foundation created the Police Executive Institute to provide executive development training for top police managers, assembled the National Advisory Commission on Higher Education for Police Officers, and established the National Information and Research Center on Women in Policing in response to a growing need for information directly affecting women in law enforcement. Early foundation research proved that gender was not a barrier to carrying out patrol work and confirmed the equal performance of women as law enforcement officers. The foundation helped create independent organizations dedicated to developing police leadership, including the National Organization of Black Law Enforcement Executives, Police Executive Research Forum, and the Police Management Association.

At the request of the U.S. Department of State, the foundation developed a three-week curriculum designed to improve the delivery of police services in Trinidad and Tobago. The projects goals were (1) to introduce a new method of departmental management to the executives of the Trinidad and Tobago National Police Service; (2) to provide training that would allow representatives of the department to best concentrate their resources in key areas, i.e., executive management functions, departmental operations, training, and internal affairs, and reassessment and redesign of patrol functions; (3) to provide the department with a comprehensive approach to police-community relations; and (4) to provide the police service with a strategic planning and management process with which patrol and service functions could be evaluated and changed.

Development of agency performance standards

As a member of the American Judicature Society National Commission on Forensic Science and Public Policy, the foundation president is working with judges, prosecutors, scientists, criminal justice and legal scholars, practicing attorneys, and victims' rights advocates to research and adopt national forensic standards for use by law enforcement agencies, prosecutors, practicing attorneys, and courts. These standards will also be used to inform legislative and other public policy decisions. One of the first research projects is a study of the economic costs of wrongful convictions.

Its comprehensive research on police use of force led the foundation to launch a multi-year research and development effort to create technologies to help police agencies monitor officers whose behavior places departments at risk, erodes public confidence, increases liability, and undermines effectiveness. The RAMS™ (Risk Analysis Management System) offers a comprehensive risk and performance management approach to ensuring proper training, accountability, quality service, and community satisfaction with police services.

The controversial police practice of racial profiling—that is, selectively stopping, questioning, and searching people on the basis of arbitrary minor offenses and the color of their skin—is not new, but it has come under particular scrutiny in recent years. Though the existence of racial profiling is common knowledge, attempts to prove its existence have mainly relied on anecdotal accounts and piecemeal, though suggestive, evidence. Collecting data on traffic and pedestrian stops, analyzing this information, and putting the results under public scrutiny can help shift the debate on racial profiling from perusal of anecdotal reports to analysis of valid statistical data and assist in the development of strategies to address the actual practice of racial profiling. To this end, the foundation has developed the QSI™ (Quality of Service Indicator) a state-of-the-art

system that allows departments to collect and analyze traffic stop data, gauge the quality of service their officers provide, make improvements in this area, and thereby maximize community trust. Relative foundation work includes a statewide study of racial profiling in Kansas and a biased policing project in Washington, D.C.

While accountability is an essential public service goal for law enforcement executives, establishing agency-wide standards and practices that satisfy the expectations of both personnel and the community can be challenging. As part of its work with the Community Policing Consortium, the foundation provided a forum for exploring innovative ways executives can effect procedural, organizational, and cultural changes in accountability systems while garnering support from personnel and citizens.

The 24/7 operational demands of a police officer's job can have serious consequences. A significant body of scientific and operational literature clearly establishes that around-the-clock operations can degrade safety, performance, health, mood, and alertness. A current project is evaluating the risks and benefits of current scheduling practices to more effectively manage shift work and non-standard schedules in police operations.

The foundation has also conducted regional information-sharing symposiums on civil rights and public trust issues, developed informational tools on pattern and practice issues, and delivered on-site technical assistance on pattern and practice issues and consent decrees to agencies recommended by the U.S. Department of Justice Civil Rights Division.

Development and implementation of training programs

The Police Foundation develops and implements customized training and technical assistance programs designed to enhance skills, improve the quality of police service, and increase community confidence. Training and technical assistance topics have included:

- Crime mapping, crime analysis, and problem analysis
- Early warning and intervention systems
- Ethics and accountability
- Grant writing and grant management
- Human resources management
- Integrity for leadership
- Management strategies
- Policing diverse communities
- Professional and leadership development
- Strategic planning and organizational development
- Strategies for community policing

As part of the Community Policing Consortium (CPC) funded by the Office of Community Oriented Policing Services of the U.S. Department of Justice, the foundation has designed and delivered training and technical assistance to thousands of law enforcement personnel and over 1,600 law enforcement agencies, prosecutors, municipal officials, community organizations,

social service agencies, healthcare providers, and educational institutions across the U.S. and in Puerto Rico, and the U.S. Virgin Islands.

As part of its work with the CPC, the foundation developed a strategic planning module to teach municipal, law enforcement, and community leaders how to plan and implement the organizational transition to community policing. The training is designed to impart an understanding of the value and role of strategic planning in the implementation of community policing and provides participants with a "road map" for developing and implementing a strategic plan. This training focused on the policy making process and the model for delivering it, the implementation of a plan, and the monitoring and evaluation that is necessary to measure the effectiveness of a plan.

The foundation conducted a series of workshops across the country that trained hundreds of law enforcement management personnel from scores of agencies in strategic planning, patrol management, crime analysis, integrated criminal apprehension, drug control strategies, and leadership strategies. The foundation also developed and delivered training and technical assistance in integrated police management, which encourages police departments to take a "systems" approach by assessing problems, planning solutions, evaluating results, and modifying program plans.

Richmond, Virginia's successful gun violence reduction program, Project Exile, became a building block for Project Safe Neighborhoods, the massive federal initiative for combating gun violence in the U.S. The Police Foundation developed and convened a series of symposiums across the country that brought law enforcement personnel and prosecutors together to learn from the architects of Project Exile about factors that were critical program's success in Richmond.

The foundation developed a diversity-training curriculum for a large, urban police department following a high-profile incident that revealed issues of cultural insensitivity within the department.

Critical incident after-action reviews and reports

The foundation played a role in the work of the Christopher Commission that examined the LAPD in the wake of the Rodney King incident. Subsequently, the foundation chairman and president were asked to lead the investigation into how the LAPD prepared for and responded to the civil disorder that followed the acquittal of four officers accused in the King beating. After this experience in L.A., the foundation convened a national conference of police practitioners, scholars, policy makers, and community organizations to consider the dynamics of civil disorder. The foundation's consequent decision to establish the National Center for the Study of Police and Civil Disorder advanced its historic mission of helping law enforcement acquire the knowledge and tools to improve their operational and administrative practices.

Following civil disorder in the Crown Heights section of New York City, the foundation was asked by the State Division of Criminal Justice Services to assist them in establishing the criteria

to evaluate the police response; to advise the state on the application of standards; to evaluate departmental training; and to assist in the development of the final report.

The Geography of Crime and Disorder

Community safety

The task of our schools is to educate the next generation of Americans. We rely on our schools to prepare our children to play an active role as citizens in a democratic society. We expect our schools to provide them with the tools needed to successfully compete in a complex and technologically advanced economy. However, we cannot expect our schools to achieve these goals when problems of crime and violence threaten the school environment. As part of the U.S. Department of Justice Strategic Approaches to Community Safety, the Police Foundation, in cooperation with school and public safety officials in North Carolina, developed a cutting edge geographic information system (GIS) for tracking crime and calls for service at schools and in surrounding neighborhoods.

The COMPASS model (Community Mapping, Planning, and Analysis for Safety Strategies), developed by the National Institute of Justice, offers a method for aiding police agencies in the development of more sophisticated and successful problem-oriented policing models. COMPASS encourages the harnessing of data, knowledge, and skills in police agencies through the creation of partnerships with researchers and other relevant members of the COMPASS consortium. The Police Foundation served as the research partner for the COMPASS program in East Valley, California. This initiative called for the collaboration of not only police and sheriff departments, but also local governments, healthcare providers, institutions of higher learning, and the private sector. The focus of our evaluation was developing technology through which regional data sharing could take place among partner agencies, among police and non-police partner agencies, and between partner agencies and the public, and to use these data to conduct regional problem solving.

Analysis of hot spots

Studies have shown that policing hot spots has strong impacts upon crime in targeted sites but there is often concern that focusing police resources on hot spots will simply displace the crime to non-targeted areas. To further examine these questions, the Police Foundation selected two study sites in Jersey City, New Jersey; one plagued with drugs and violent crime, and the other with a high level of prostitution. Our findings confirm earlier study findings, which reported little evidence of immediate spatial displacement, and strong evidence for diffusion of benefits beyond the targeted areas. This adds strong support to a policy approach focusing police resources at crime hot spots. High concentration on hot spots is likely to lead to strong crime prevention benefits.

Crime analysis, crime mapping, problem analysis

One key aspect of organizational readiness for community policing is the availability of data and information as well as analytical tools to promote informed problem solving. Obtaining,

analyzing, and manipulating data helps police better understand crime patterns, crime trends, the geographic and temporal characteristics of a problem, as well as information about victims and offenders. The use of geographic information systems (GIS) can play a major role by mapping crime and other data, which enables police departments to analyze large amounts of data quickly. The Police Foundation's Crime Mapping and Problem Analysis Laboratory (CMPAL) provides training, technical assistance, and consulting services to law enforcement agencies, promotes the substantive application of problem analysis, crime analysis, intelligence analysis, and crime mapping, and works to develop the physical and theoretical infrastructure necessary for further innovations in police and criminological theory.

CMPAL staff has developed numerous instructional and training resources to aid law enforcement agencies understand and apply problem solving, problem analysis, crime analysis, and crime mapping. These resources, available online and on portable media, include:

- Crime Mapping and Crime Analysis Information Clearinghouse
- Crime Analysis and Mapping Product Templates
- FAQs for Crime Mapping and Analysis
- Guidelines to Implement and Evaluate Crime Analysis and Mapping in Law Enforcement
- Integrating Community Policing and Computer Mapping: Assessing Issues and Needs Among COPS Office Grantees
- Introductory Guide to Crime Analysis & Mapping
- Manual of Crime Analysis Map Production
- User's Guide to Mapping Software for Police Agencies
- Advanced Problem Analysis, Crime Analysis, and Crime Mapping Training Curriculum

SIN 874-3, 874-3RC: Survey Services

Planning and survey design
Development and implementation of surveys
-community perceptions of the police
-police contact surveys
-culture and climate surveys
-surveys of other law enforcement agencies
-salary surveys for law enforcement
Sampling
Pre-/post- surveys
Data collection and analysis
Database design
Quantitative and qualitative surveying
Reports including descriptive data and charts
Non-respondent data analysis
On-line surveying

Many Police Foundation projects require high quality survey research. For over 36 years, the foundation has designed and implemented surveys employing the most appropriate and rigorous methods to ensure quantitative and qualitative excellence. The Police Foundation's survey expertise and experience are in sampling, design, implementation, and analysis. Surveys can be conducted by phone, mail, or Internet. However, much of the Police Foundation's survey work begins with a series of interviews and/or focus groups designed to assist in developing survey content and methodology. The foundation has conducted surveys in the areas of: (1) racial profiling, (2) bias-based policing, (3) community satisfaction with police services, (4) organizational culture and climate, (5) ethical climate, (6) officer satisfaction and morale, (7) abuse of authority, (8) use of force, (9) victimization, (10) gun usage, (11) drugs and crime, (12) shift practices, and more. Representative projects include the following:

The Police Foundation recently completed an assessment of the level of security in large enclosed shopping malls as well as the associated issues of training and legislation of private security forces. The core issue we address in our report is the degree to which malls have become better prepared to respond to terrorist attacks in the aftermath of 9/11.

The foundation conducted the first national survey to determine the number of departments in the U.S. that were implementing community policing or were planning to do so. The survey also sought to determine how community policing is defined operationally by the departments that espouse it and how it differs from more traditional forms of policing.

The foundation also designed and implemented the first representative national survey of how America's rank-and-file police officers and their supervisors view critical issues of abuse of police authority. Officer responses are also analyzed according to rank, race, region of the U.S., and size of department.

A large foundation study provided a systematic exploration and assessment of the adoption and adaptation of Compstat and strategic problem solving in police agencies across the country. A major component of the study was a national survey that assessed the number of U.S. police agencies using Compstat and measured the degree to which the elements of Compstat were part of their routine and structure.

The foundation conducted a comprehensive national survey of the private ownership of firearms in the U.S. that focused on four central issues: (1) the size, composition, and ownership of America's gun stock; (2) how and why firearms are acquired; (3) gun storage and carrying; and (4) the defensive use of firearms against criminal attackers.

The foundation's Big Six project compared the policies, procedures, and practices of the nation's six largest police department and resulted in a 262-page report containing over 200 graphs and tables presenting data on the nature of the six cities and their police agencies.

A current applied research project will enhance local law enforcement community policing efforts by surveying the field about their experiences with Records Management Systems (RMS). An RMS is one of the most costly investments a law enforcement agency can make. Yet to date, there is no known data on the actual costs associated with these systems, the extent to

which agencies have fully functioning RMS or are benefiting from these systems, or any other practical information that could help to inform the field.

Community Perceptions of Police

Recent foundation projects in California, and Nebraska, were designed to facilitate collaboration among police and community leaders. In California, we established a Police-Citizen Integrity Task force to assist in community outreach efforts and identify issues of concern that could be jointly addressed. We hosted community forums, conducted focus groups, surveyed the climate and culture of the police department, and developed a collaborative problem-solving workshop.

A recent project in Michigan included an examination of the police department's climate, practices, and policies, as well as community outreach to obtain input about departmental strengths and limitations. Specific emphasis was given to police-community relations, as well as those areas that may limit the ability of the police to be fully effective in delivering services. During the course of our review, we met regularly with department personnel and community leaders, held community forums, conducted focus groups, surveyed department personnel, and collected and evaluated department data.

A project in Washington, DC addressed biased policing by examining internal and external factors that influence bias *or perceived bias* within and outside the department. The process involved input from various stakeholder groups to identify concerns and generate intervention strategies to address those concerns. The methodology consisted of focus groups, facilitation of policy-community task force meetings and employee meetings, examination of departmental data, and a comprehensive citizen survey to assess the quality of interactions with police, perceived bias, and racial disparities in responses.

Reports, including descriptive data and charts

A guiding tenet of the foundation is that we should advance policing, like other public services, by conducting rigorous, objective studies and by giving provocative new ideas the widest possible circulation. In keeping with this principle, we publish our research findings as an information service, leading to their widespread use in college, university, and law enforcement training classrooms both at home and abroad. We also publish *Crime Mapping News*, an award-winning newsletter for GIS, crime mapping, and policing; and we sponsor the *Ideas in American Policing* lecture and monograph series, which presents commentary and insight from leading criminologists on issues of interest to practitioners, scholars, and policy makers.

Labor Categories, Rates, and Descriptions

Labor Category	Rates		
	8/7/08-8/6/09	8/7/09-8/6/10	8/7/10-8/6/11
Senior Administrative Assistant	\$ 50.44	\$ 52.21	\$ 54.04
Project Director	\$ 93.16	\$ 96.42	\$ 99.80
Training Assistant	\$ 50.44	\$ 52.21	\$ 54.04
Training Associate I	\$ 62.11	\$ 64.28	\$ 66.53
Senior Training Specialist	\$ 80.76	\$ 83.59	\$ 86.51
Instructional Designer I	\$ 80.76	\$ 83.59	\$ 86.51
Instructional Designer II	\$ 93.19	\$ 96.45	\$ 99.82
Training Director	\$ 156.53	\$ 162.00	\$ 167.67
Research Assistant	\$ 50.44	\$ 52.21	\$ 54.04
Senior Research Assistant	\$ 49.70	\$ 51.44	\$ 53.25
Senior Research Analyst	\$ 75.80	\$ 78.45	\$ 81.20
Research Analyst	\$ 50.44	\$ 52.21	\$ 54.04
Research Associate	\$ 55.91	\$ 57.86	\$ 59.89
Senior Research Associate	\$ 75.79	\$ 78.44	\$ 81.19
Deputy Division Chief	\$ 86.64	\$ 89.67	\$ 92.81
Division Chief/Chief of Operations	\$ 156.54	\$ 162.02	\$ 167.69
Consultant I	\$ 60.71	\$ 62.83	\$ 65.03
Consultant II	\$ 70.83	\$ 73.31	\$ 75.88
Consultant III	\$ 91.07	\$ 94.26	\$ 97.55
President/Executive Director	\$ 217.40	\$ 225.01	\$ 232.89
Senior Consultant	\$ 121.41	\$ 125.66	\$ 130.06
Program Director	\$ 93.19	\$ 96.45	\$ 99.82
Editor/Writer	\$ 49.70	\$ 51.44	\$ 53.25
Principal Investigator	\$ 127.96	\$ 132.44	\$ 137.07
Chief Scientist	\$ 161.89	\$ 167.56	\$ 173.42
Communications Director	\$ 89.87	\$ 93.01	\$ 96.27

Labor Category	Description	Qualifications	Knowledge/ Experience and Skills
Senior Administrative Assistant	Provide high-level administrative support by collecting data, preparing reports, handling information requests, and performing administrative functions such as coordinating travel, schedules, and meetings. May also train and supervise clerical staff and interns	Bachelor's degree, 2-3 years office experience.	Knowledge of office procedures, supervision, software programs (Corel Word Perfect or MS Word and Power Point, Excel). Experience in coordinating travel, meetings, and schedules. Supervisory experience preferred
Project Director	Plan, organize, and coordinate the activities of a project. Oversee the project's activities and deliverables. Work may involve directing staff.	Master's degree. 3+ years professional project management experience.	Knowledge of project management, supervision, and capacity to perform within budget and time deadlines. Relevant project management experience including supervision of personnel and management of resources.
Training Assistant	Assist in preparing training materials, setting up training sessions, and supporting training associate.	Bachelor's degree. 1+ years of experience in supporting educational activities.	Knowledge of training programs and materials (e.g. participant workbooks, facilitator guides, etc.). At least one year of experience in supporting a training/educational program.
Training Associate I	Conduct and/or coordinate training and development programs.	Bachelor's degree. 2 + years experience.	Knowledge and experience in facilitating training and/or coordinating training programs. Excellent listening and facilitation skills required. 2 + years in coordinating training programs and/or delivering specialized training.

Labor Category	Description	Qualifications	Knowledge/ Experience and Skills
Senior Training Specialist	Develop instructional material, coordinate educational content, and incorporate current technology in specialized areas or hire and direct instructors to conduct courses.	Bachelor's degree and 3+ years of experience in a specialized field.	Knowledge of adult learning principles, and training methods. Three or more years of experience in specialized area for which training is to be developed. Excellent listening and facilitation skills required
Instructional Designer I	Develop instructional material and course content for training programs.	Bachelor's degree. 2 + years of specialized experience	Knowledge of instructional design principles. Ability to use appropriate software to develop training program. At least two years of experience in specialized area for which training is to be developed
Instructional Designer II	Develop advanced instructional material and course content for advanced training programs	Bachelor's or Master's degree. 3-5 years of specialized experience.	Knowledge of instructional design principles. Ability to use appropriate software to develop training program. At least 3-5 years of experience in specialized area for which training is to be developed
Training Director	Plan, direct, or coordinate the training and development activities including obtaining and preparing instructional designers and facilitators as well as designing training evaluation methods.	Master's degree. 5 or more years experience.	Knowledge of instructional design, adult learning principles, supervision, and management. 5 or more years experience in directing training activities, including instructional design, facilitation, supervising facilitators and instructional designers.

Labor Category	Description	Qualifications	Knowledge/ Experience and Skills
Research Assistant	Support social scientists and administrator in collecting and analyzing relevant data and information that may include, but not be limited to: surveys, experimental research, and other social research. Use search engines to locate published research, follow standardized publication format for references and citations in text.	Bachelor's degree. Experience in an office setting and doing research papers.	Knowledge of basic research. Experience in using search engines to find research articles. Ability to format references and citations according to standardized formats (i.e. APA).
Senior Research Assistant	Assist social scientists and administrator in collecting and analyzing relevant data and information that may include, but not be limited to: surveys, experimental research, and other social research. May write literature reviews and reports, manage laboratory or survey analysis, or databases. May supervise more junior research assistants.	Bachelor's degree and 2+ years of experience.	Knowledge of basic research. Experience in using search engines to find research articles and summarizing research literature. Experience in collecting and/or inputting data for research studies.
Research Analyst	Compile and compute data according to statistical formulas for use in statistical studies.	Master's degree.	Knowledge of statistical software, at a minimum excel and/or access. Ability to conduct basic analysis. Preferred knowledge of SAS or SPSS software.

Labor Category	Description	Qualifications	Knowledge/ Experience and Skills
Senior Research Analyst	Apply statistical theory and methods to collect, organize, interpret, and summarize numerical data to provide usable information. May also conduct qualitative analysis of data.	Master's degree in social science discipline	Knowledge and experience with Excel, Access, SPSS or SAS, and possibly other analysis software used in the social sciences. At least two years of experience in analyzing a wide array of data including both quantitative and qualitative. Knowledge of statistical methods
Research Associate	Assist social scientists in laboratory, survey, and other social research. May perform publication activities, laboratory analysis and management, quality control, or data management. Normally these individuals work under the direct supervision of a social scientist and assist in those activities which are more routine.	Master's degree in social science discipline. 2+ years of experience in assisting with research studies.	Knowledge of research methods, data collection methods, and data analysis. At least two years experience in assisting with research studies (e.g. developing data collection instruments, collecting data, analyzing data, and/or interpreting data).
Senior Research Associate	Study social issues, institutions, and organizations. Develop scientific methodologies to answer research questions, and collect and analyze data accordingly. Write project reports.	Ph.D. or Master's degree in social science discipline. 5+ years of experience.	Knowledge of advanced research methods. Five or more years of experience in designing, developing, implementing, analyzing, and interpreting research data. Ability to generate sound proposals and final project reports.

Labor Category	Description	Qualifications	Knowledge/ Experience and Skills
Program Director	Directs or manages the activities associated with a specific program. Ensure activities correspond to the program's mission and objectives, supervise personnel and resources associated with the program.	Bachelor's degree. 5+ years of experience	Knowledge of program management activities. Minimum of five years of experience in directing program activities including regular reporting, monitoring of resources and budget, and allocating and supervising personnel.
Principal Investigator	Develop and design research programs and/or studies. Lead team of personnel to be assigned to study. Identify research questions, develop data collection methods, data analysis plan, management plan, and interpret study results. Oversee project resources. Produce study reports and journal articles.	Master's degree or Ph.D. 5-7 years of experience.	Specialized knowledge of a particular subject matter area. Ability to oversee all project activities and resources. A minimum of 5-7 years of advanced professional experience in supervising staff, managing resources, overseeing projects, and advanced research skills.
Deputy Division Chief	Assist in quality assurance on grants and contracts. Specialize in two or more areas of criminal justice. Provide consultation services to law enforcement agencies. Manage research projects including staffing, resource allocation, and deliverables.	Master's degree. 3-5 years of experience.	Knowledge of management principles. At least 3-5 years of professional experience managing personnel and resources. Advanced knowledge in specialized criminal justice areas. Knowledge of research methods and statistics. Ability to run analysis in SPSS or SAS.

Labor Category	Description	Qualifications	Knowledge/ Experience and Skills
Consultant I	Provide technical support (e.g. training development and facilitation, focus group facilitation, or related administrative services) to program staff to support project goals.	Minimum of bachelor's degree and at least 2 years of professional experience in law enforcement science or practice.	General administrative experience in providing services to law enforcement or scientific experts.
Consultant II	Provide specialized technical support (e.g. training development and facilitation, focus group facilitation, or related services) to program staff to support project goals.	Master's degree or Bachelor's and 3-5 years of experience in law enforcement science or practice.	Specialized knowledge of one or more fields of criminology or related fields and technical skills to support project goals.
Consultant III	Provide advanced technical support (e.g. training development and facilitation, focus group facilitation, or related administrative services) to program staff including managing specific program tasks in support of project goals.	J.D., Master's degree or Bachelor's and significant experience (7 - 10 years) in law enforcement science or practice.	Advanced knowledge of one or more fields of criminology, criminal justice, or police science including advanced facilitation or research skills.
Senior Consultant	Provide highly specialized expertise and technical support gained from extensive educational and/or professional training to support project goals.	J.D., Master's degree or Bachelor's and extensive experience (10 – years) in law enforcement science or practice.	Highly specialized knowledge and experience in multiple fields of criminology, criminal justice, and/or police science (or closely related fields). Ability to bring critical judgment and facilitation skills in support of the organization's mission.

Labor Category	Description	Qualifications	Knowledge/ Experience and Skills
Division Chief/Chief of Operations	Direct projects as principal investigator or quality assurance coordinator. Direct personnel and resources to achieve project goals and objectives. Monitor progress and provide regular reports to funding sources. Oversee organizational objectives, operations, and activities. Acquire and manage grants and contracts. Screen, hire, and supervise staff, allocate project resources. Develop strategic plans and policies.	Master's, JD, MBA, or Ph.D.	Knowledge of management and administration. Experience in managing human resources, budgets, and projects/programs. Ability to supervise and motivate employees. At least 5-10 years of experience in management and specialized skills in areas for which the organization conducts its business.
Chief Scientist	Generate innovative new research ideas and programs. Identify funding sources most appropriate to organization's mission. Oversee research advisory committee and work with Division Chief and Board of Directors' Research Chair to identify long term research agenda. Provide guidance to research and evaluation staff on research and analytical methods.	Ph.D. in criminology, criminal justice, or a closely related field. 7 – 10 years of professional scientific leadership experience or as principal investigator of numerous research projects.	Knowledge of advanced research methods and statistics, specialized expertise in one or more areas of criminology or criminal justice at the level of a full professor. Ability to generate innovative new research ideas and programs.

Labor Category	Description	Qualifications	Knowledge/ Experience and Skills
Communications Director	<p>Research/respond to public and media requests for information. Arrange interviews. Write speeches, letters, papers, press releases, op-eds. Develop and maintain Web site. Develop public relations material.</p> <p>Oversee publication production, including editing, artwork, layout, typesetting, and printing. Develop author guidelines. Develop and maintain corporate image and identity. Establish and maintain cooperative working relationships with peer groups.</p>	Bachelor's degree and 2-4 years of experience, or some college and 5-7 years of experience.	<p>Knowledge of media production, communication, and dissemination techniques and methods. Excellent written and oral communication skills. Customer service orientation. Knowledge of project management, supervision, and ability to perform within budget and meet deadlines. Knowledge of Web protocol and dynamics. Ability to think creatively. Knowledge of a variety of computer hardware and software. Ability to gather information from a variety of sources and to analyze, organize, and convey that information.</p>
Editor/Writer	<p>Prepare, rewrite, and edit copy. Lay out, index, and revise content of written materials in preparing for final publication. Plan content according to style, editorial policy, and publishing requirements. Proofread copy. Verify facts, dates, and statistics. Coordinate editorial process with authors. Review and approve proofs.</p>	<p>Bachelor's degree and 2 years of experience. Five years of experience and completion of university-level courses in publishing, including editing, proofreading, production and design in lieu of degree.</p>	<p>Excellent written and oral communication skills. Knowledge of the structure and content of English, including rules of composition and grammar. Knowledge of and ability to apply standard proofreading marks. Knowledge of and ability to apply appropriate style guidelines. Knowledge of copyright conventions. Knowledge of design, typesetting, and printing conventions.</p>

Labor Category	Description	Qualifications	Knowledge/ Experience and Skills
President/Executive Director	Serve as senior project advisor regarding legal, contractual, governmental, criminal justice, and policing practices, methods, and procedures. Coordinate with senior executives from funding source or project site on substantive matters related to projects. Serve as subject matter expert on local, state, federal, and international policing issues. Oversee completion of all project deliverables, especially publications, recommendations, and reports. Provide executive level technical assistance to police leaders regarding implementation of programs, procedures, policies, and practices in their respective agencies.	Bachelor's degree in criminal justice, police science, or related field. JD or Ph.D. plus 10 or more years of executive level experience in commanding a major police department or other law enforcement agency.	Substantive knowledge of the structure, function, procedures, and regulations that govern large law enforcement organizations, nationally and internationally. Must have established, constructive and positive working relationships with the U.S. Department of Justice, particularly those that provide support to local law enforcement agencies (e.g. OJP, NIJ, BJA, COPS, etc.) as well as with police chiefs and other law enforcement organizations. Demonstrated track records of effective law enforcement leadership. Substantive legal and criminal justice knowledge.